

MANAGING EMERGENCY MANAGEMENT

UNIT 7



Introduction

MANAGEMENT is the coordination of an organized effort to attain specific goals or objectives. In the case of emergency management, it means an organized effort to mitigate against prepare for, respond to, and recover from an emergency.

As the emergency program manager, you are the key person in this effort, A community's ability to react to any emergency depends upon its willingness to act in a consolidated and coordinated manner. As an emergency program manager, it is your job to see that it does.

The majority of an emergency program manager's time is spent preparing for and mitigating possible emergencies. How well these efforts are done will determine how well the community can respond to and recover from an emergency. Mitigation and preparedness are basically planning stages. Response, and recovery are action stages. Planning is one of the

most important functions of management. You are already familiar with mitigation and operations planning from previous units. In this unit you will learn to apply some basic management principles to overall emergency program development.

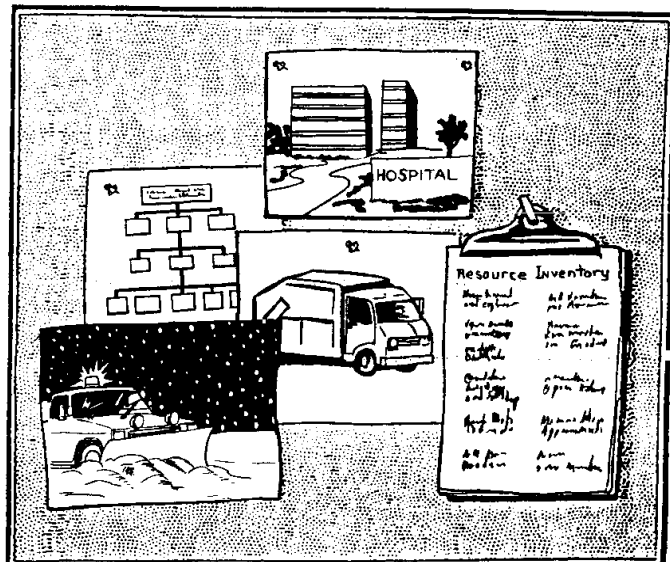
There is much to do in planning for emergency program development.

Planning Guidelines

In planning your emergency program, you need to know three things:

1. What goals did the emergency program achieve this year?
2. What goals should the emergency program achieve next year?
3. What goals should the emergency program achieve in the future?

Figure 7-1: The Emergency Program Manager performs key tasks before, during, and after any emergency or disaster.



If you were to attempt each year to identify where your program has come and where it is going, you would probably focus on several main areas of program concern, including:

- Hazard Analysis
- Mitigation Efforts
- Emergency Organization
- Plans Development
- Evacuation Planning and Population Protection
- Contamination Monitoring and Control
- Public Education and Emergency Information
- Emergency Support Services
- Training and Exercises

Your planning procedures for each of these areas could include an annual review in narrative or statistical form. By looking at the answers to the questions for each program area above, you would end up with an overall view of emergency management in your community.

The Planning Process

As described in earlier Sections of this course, a jurisdiction needs HAZARD IDENTIFICATION in order to be able to assess its needs for an emergency management system. The planning process assumes that such an identification is in place and current.

ANNUAL CAPABILITY ASSESSMENT is determined against standards and criteria that FEMA has established as necessary to perform basic emergency management functions, e.g., direction, control, and warning; public education and emergency information, and other functions listed on the previous page. This assessment results in a summary of capabilities that

exist and leads to the next step, an identification of the jurisdiction's weaknesses.

CAPABILITY SHORTFALL is the difference between current capability and the optimum capability reflected in the standards and criteria established by FEMA. The areas not currently meeting the assessment criteria should receive primary consideration when preparing the jurisdiction's multiyear development plan.

The DEVELOPMENT PLAN is prepared by the jurisdiction to meet the capability shortfall identified previously. Each plan is tailored to meet the unique situation and requirements of the jurisdiction. The plan should outline what needs to be done to reach the desired level of capability. Ideally, this plan should cover a five-year period so that long-term development projects can be properly scheduled and adequately funded. The plan should include all emergency management projects and activities to be undertaken by the jurisdiction regardless of the funding sources.

The IEMS planning process brings a future-oriented system to emergency program planning. Benefits to a jurisdiction can be considerable. Specifically, the jurisdiction will best be able to determine the type of job to be performed by the emergency manager, the staffing and training necessary, and the financial resources required to provide a complete emergency management capability.

Job Descriptions

A job description is an essential part of management. Every emergency program manager should have a job description. Likewise, every person who reports, to the emergency program manager should also have a job description. A job description is an administrative tool which defines the specific functions, duties, and responsibilities of a particular position.

A job description is especially important because local government officials are often unclear as to what an emergency program manager does. Some may have the attitude that "We seldom have a disaster, so what does the emergency program manager do all day?" This attitude leads to a common approach in which the emergency responsibilities are only part of the tasks of the emergency program manager. Additional duties could range from energy coordinator to police chief. A good job description may help to demonstrate the importance and varied roles of the emergency program manager.

Let's look at what a job description should contain. One job description for an emergency program manager is shown in Figure 7-2. Of course, the exact wording will be different from community to community, and the duties will vary depending upon the size and location of the community. As a result, you should talk with the personnel office of your jurisdiction about the exact format for a job description. However, in general, a job description for an emergency program manager should contain the following:

Job Title: What exactly is your job called? It could be emergency program manager, civil defense coordinator, disaster coordinator, preparedness planner or emergency coordinator. The exact title is not important. What is important is that the job has an official title, and appears on the organizational chart of local government. As you learned earlier, it should also be provided for in your local laws or ordinances. Local law is what gives you the authority to do the job.

Reporting Line: The job description should designate to whom you report. It should also designate who reports to you. The reporting lines for the day-to-day operations of the government may be different from those during an emergency. If they are, the reporting lines for emergency and non-emergency situations should be clearly defined. In the job description, the positions in the reporting lines should be defined by job title, not by the person holding the position. If a person's name was used in a job description, all job descriptions would have to be updated every time there was a change in personnel.

Job Function: The job function is one or two sentences which describes the overall purpose of the job.

Specific Duties and Responsibilities: The specific duties and responsibilities is a list of those tasks for which the emergency program manager is responsible. The list should be as specific as possible, so that the duties cannot be misinterpreted. There should

be no question as to your specific responsibility.

Qualifications: What previous experience or training should a person have before he or she can become an emergency program manager? In many cases, the emergency program manager may be appointed with the understanding that the qualifications for the job will be met within a specific time frame.

A job description is extremely important. You cannot function effectively without one. Every major company in the United States has job descriptions for the various positions within the company. Emergency management is no different. A clear definition of the function, duties, and responsibilities of the emergency program manager. is essential if your community is to have an effective emergency management program. A clear job description will eliminate many of the questions which may arise in an emergency such as "I didn't know I was supposed to do that" or "I thought that was the fire chief's job., With a job description, you will know exactly what your job is.

In many communities, the emergency program manager is not a full-time position. In fact, in some communities it may even be a volunteer position-similar to a volunteer fireman. Regardless of the type of position, full-time, part-time, or volunteer, you should have a job description.

The job description for the emergency program manager may be part of the job description of another job. For example, the local fire chief may also be the emergency program manager. If this is the case, the duties of the fire chief, when

acting as the emergency program manager, should be clearly spelled out. Ideally, there should be two separate job descriptions. In the job description of the fire chief there should be a statement which says that the fire chief also acts as the emergency program manager. There should then be a separate job description for the emergency program manager

THINGS TO DO

Get a copy of your job description. Review it to see if it is adequate. Are your duties clearly defined? If you do not have a job description, write one. Have your job description approved by your superior.

JOB DESCRIPTION

CITY OF METROPOLIS

Job Title: City Emergency Manager

Reports to: City Executive

Positions Reporting to This Position:

Non-Emergency

Administrative Assistant

Emergency

Administrative Assistant
City Information Officer
Supt. of Public Works
EOC Operations Officer
EOC Communications Officer
Others as Determined by the
Executive or by Law

Function

To manage the mitigation of, preparedness for, response to, and recovery from disasters or major emergencies which may occur within the City limits of Metropolis.

Specific Duties and Responsibilities

1. Identify and implement precautionary measures to mitigate against potential hazards.
2. Prepare, maintain, and annually review a local emergency preparedness plan.
3. Provide or arrange for training programs for local government departments and community groups on emergency management.
4. Act as a liaison with state and federal emergency management officials.
5. Take command of the EOC in all emergency situations.
6. Keep the City Executive informed of all potential emergency situations.
7. Make provision for emergency information to be disseminated to the public.

Qualifications

Capable of communicating with and coordinating between city and private resources. Should have completed or be prepared to complete the training programs prescribed by state and federal authorities. Previous experience in planning, management, emergency operations is helpful.

Figure 7-2: Emergency program manager job description.

Staffing

Depending on the size of your community, you may have a staff or you may be the entire emergency management staff by yourself. The size of staff needed to carry out emergency program management in the community will depend upon the size of your jurisdiction, the financial resources available, and the community's past history of emergencies.

As an emergency program manager, you may or may not have a paid staff. Of course, a paid staff is preferable to a volunteer staff. Even if you serve the community as an emergency program manager on a volunteer basis, it is possible to have a paid staff to assist you. Let's look at various staffing levels and see how they may apply to your situation.

DUTY ROSTER	
Monday	Jones
Tuesday	Jones
Wednesday	Smith
Thursday	Smith
Friday	Jones
Notes: Open on hand the next day on hand 11:00 am to 1:00 pm	

Figure 7-3: In a small community, don't be surprised if you are the entire emergency management staff.

Administrative Staff: The administrative staff are those people who handle the routine office work of emergency management. You cannot (or at least should not) try to run an emergency management office without some type of administrative help. A good administrative assistant handles paper-work effectively and efficiently. As reports and data come in from the state and federal emergency management offices, they should be filed or acted on appropriately. Every emergency management office should have administrative support staff, if only on a part-time basis.

If you are the emergency program manager in a large municipality, you may have your own secretary or administrative assistant. If you are only a part-time emergency program manager, you may only have part-time administrative help. In many cases, the emergency program manager can share a paid employee with another department. Even if you are a volunteer, you should have some type of administrative help on a regular basis. Perhaps a secretary in the police department or a member of your chief executive's staff can serve a limited basis to at least make sure that the proper bulletins and reports are forwarded to you.

If funds are extremely limited, do not overlook the possibility of using volunteers to help in the emergency management office. As you learned in an earlier unit, senior citizens groups, local service organizations, and youth groups

such as scouts make excellent helpers. Perhaps you can arrange some type of duty roster whereby the emergency management office is staffed for a few hours every day by volunteers who help with the paperwork, especially keeping your resource list up to date.

Most community groups have meetings on a regular weekly or monthly basis. If possible, you may be able to set up a regular monthly meeting of volunteers in which a group gets together at the emergency management office. It is surprising how much work can be accomplished by a group of volunteers.

THINGS TO DO

Review your emergency management office operation. Is the current staffing adequate? If not, consult your superior to determine what can be done to provide the help you need. See what can be done to get a paid member of your local government's staff to help with the administrative work, if only on a part-time basis.

It should be pointed out that for some emergency program managers, the emergency management office may consist of a mail box and a file cabinet. Don't get discouraged if your resources are extremely limited. If you are in a small community with little history of major emergencies or disasters, a file cabinet and some place to collect your mail may be all you need.



Figure 7-4: Emergency program managers seldom have plush carpeted offices.

However, limited administrative resources should not keep you from doing a good job. With a little resourcefulness, and planned use of volunteers, your emergency management office can be run as effectively as if it had a full time paid staff.

Emergency Staff: The emergency staff are those people who are called to respond in an emergency situation. From the standpoint of the emergency program manager, this is the staff of the EOC.

THINGS TO DO

The basic emergency functions below were described in the Operations Planning Unit on page 4-12. Check the emergency functions that should be represented in the EOC during an emergency. Then, name the staff member assigned to be in the EOC by position title. This table will help you identify gaps or overlaps in functions and assignments.

Emergency Function	In EOC	Staff Assigned
Alerting, Warning & Communications	_____	_____
Public Information	_____	_____
Evacuation and Relocation	_____	_____
Emergency Welfare Emergency Medical Care	_____	_____
Fire and Rescue	_____	_____
Police	_____	_____
Radiological Management	_____	_____
Public Works/Utilities Restoration	_____	_____
Disaster Analysis and Assessment	_____	_____
Logistics	_____	_____
Direction and Control	_____	_____

Again, depending upon the local community, your EOC may be staffed with paid personnel or with volunteers. Of prime importance, however, is that in your emergency preparedness plan you have a detailed plan for the staffing of your EOC. Earlier in this unit you learned of the importance of your own job description. The job descriptions of those who are to staff your emergency operations center during an emergency are also important. Each of the key positions within your EOC should have a description of emergency responsibilities.

One of the prime jobs of your administrative staff is to make sure that the EOC staff roster is kept up to date.

The EOC roster should be checked on a regular basis, at least twice a year, to make sure the EOC will be fully staffed if an emergency should occur.

How well you are able to manage your office, whether it is on a day- to-day basis or during an emergency, depends in part on whether you are adequately staffed. Part of your job as the emergency program manager is to estimate what your staffing needs are or will be, and then plan to attain that level of staffing. Of course, a lot will depend upon the budget for your emergency management office, which is the next topic in this unit.

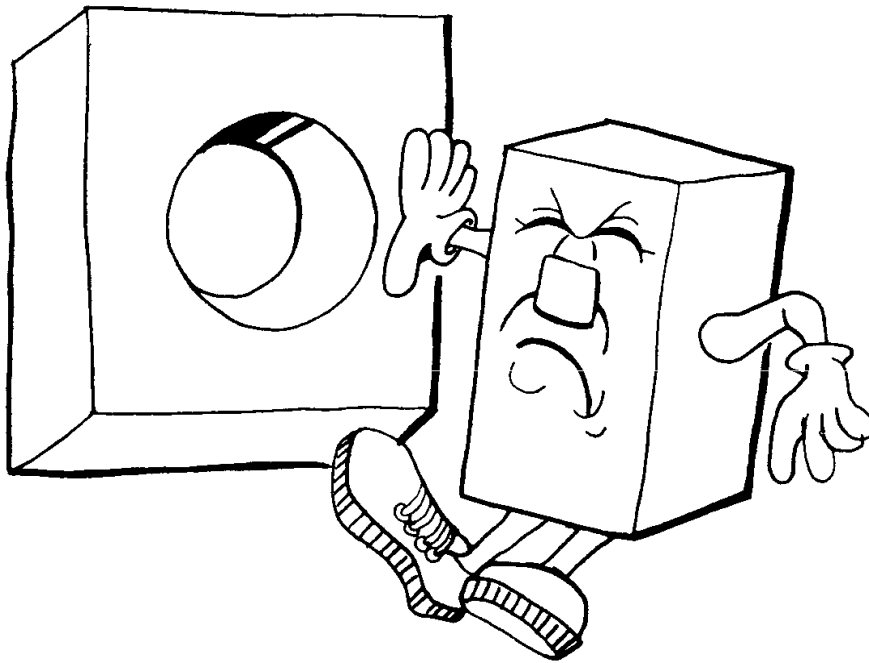


Figure 7-5: Use your staff wisely.

How Well Have You Learned?

SELF TEST REVIEW

Answer the following questions to test your knowledge of this first part of Unit 7 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 7-12.

1. List the five elements of a good job description.

2. Define the administrative staff and the emergency staff.

ADMINISTRATIVE STAFF

EMERGENCY STAFF

CORRECT ANSWERS TO SELF TEST REVIEW Review Pages

1. Job title, job function, specific duties and responsibilities, reporting line, qualifications 7-4 thru 7-6
2. ADMINISTRATIVE STAFF handles the routine office work of the emergency program. EMERGENCY STAFF responds in an emergency, answers to the emergency program manager, and staffs the EOC 7-7 thru 7-10

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.

First, determine the cost of maintaining the emergency management office on a day-to-day basis. What is your salary? How much do you spend for supplies or travel? How much is your clerical or administrative help paid? Perhaps you share a clerk with another department. Perhaps you are shared with another department. Your salaries should be shared, also.

If you do not have an emergency management budget, try to establish one. A separate emergency management budget shows the community's commitment to an emergency management program.

For example, if you are a shared employee with the fire department, make sure part of your salary appears in an emergency management budget. The cost of maintaining any specialized equipment should also be a part of the emergency management budget. For example, budget some money for the maintenance of your warning system, communications equipment, or special facilities which you have. Even if your only expense is a service contract on a typewriter, make sure it gets into the budget as an emergency management item.

Often the emergency resources are not the property of the emergency program manager. Equipment is too expensive and manpower too scarce to stockpile it for a major emergency. As a result, in most communities the equipment used in emergency management is used on a regular basis by some department in the local government. In other words, there is not a stack of two-way radios in the EOC just waiting for an emergency before they are put to use.



Figure 7-7: Emergency program managers often perform several duties for their local community.

In much the same way, the emergency personnel of the community serve all year round. Fire service personnel respond to every blaze while you, as emergency program manager, are likely to become involved only in major fires where people are evacuated, sheltered, or otherwise use many parts of the emergency service community.

Budgeting for these occasional uses of other agency's equipment and manpower can be done in a couple of ways.

In some communities, money is actually reserved as an **EMERGENCY CONTINGENCY FUND** to reimburse the other agency for use of equipment or manpower. Most communities allow the actual funds to remain in the budget of the agency owning the resource.

The purpose, however, of having a category in your budget for the emergency use of such resources is to

make it easier for you to monitor and account for costs following an emergency. Cost accounting, as was pointed out in the Recovery unit, is essential for obtaining a federal declaration of disaster.

One point cannot be overemphasized. If the community has an emergency management program, it should have an emergency management budget. Often the budget for emergency management gets appended to some other department, such as the fire or police department, and is not carried by the community as a separate expense. It is important that the local officials realize that they should make a commitment to emergency management. One way to do so is to budget for emergency management.

Often, elected officials are reluctant to increase a community's budget. Make certain that you do not give the impression that this new budget item means an increased government budget. Stress that you are looking for a reallocation of existing budget items to a specific emergency management budget.

The second part of budgeting requires you to review your needs as an emergency program manager. What new equipment, additional personnel, or supplies are needed in order to effectively and efficiently carry out the emergency preparedness plan?

Make a list of the new items you need. You should be able to break this list into two parts: the items needed by your department and the items needed by other departments. Since, in most localities, each department must submit its own budget, you will have to supply

the various department heads with the information they need to add to their budget for emergency management.

The same holds true for the purchase of new equipment. Most new equipment will be purchased for use by other departments. However, as the emergency program manager, you will probably be required to help justify the need for any new expenditures. Don't expect to get everything you ask for. But be able to justify your anticipated needs as much as possible.



Figure 7-8: Most emergency management equipment is in use on a regular day-to-day basis.

Emergency Management Budget				
		-----Income-----		
	<u>Expenses</u>	<u>Federal</u>	<u>State</u>	<u>Local</u>
Staff salaries				
25.1 Fire Chief	\$7,500	\$3,750		\$3,750
50% Administrative Clerk	\$7,000	\$3,500		\$3,500
Subtotal	<u>\$14,500</u>	<u>\$7,250</u>		<u>\$7,250</u>
Support Expenses				
Office space allotment	\$2,000			\$2,000
Travel for training	\$1,500		\$750	\$750
25% Fire Chief's vehicle maintenance	\$300			\$300
Supplies	\$200			\$200
Subtotal	<u>\$4,000</u>		<u>\$750</u>	<u>\$3,250</u>
TOTAL	<u>\$18,500</u>	<u>\$7,250</u>	<u>\$750</u>	<u>\$10,500</u>

Figure 7-9: Simple emergency management budget.

Third, you must estimate the amount of funding needed for anticipated emergency operations. This is by far the most difficult to do, because you cannot plan for costs incurred in disasters. Your only real guidelines are how much was spent in the past, what types of emergencies occurred in the past, and any new circumstances which may result in situations which could not happen before. For example, was a nuclear power plant put into operation recently which was not a previous hazard source? Your hazard analysis will be important in deciding whether you have budgeted adequately for all types of emergencies.

A very simple emergency management budget may look like Figure 7-9. Always be prepared to justify each of the various budget items. Also, be ready to help the other department managers justify the sections of their budgets which are related to emergency management.

In preparing the budget, make sure you talk to someone in authority to find out the proper format. Your budget should be consistent with those submitted by other departments. Also, in preparing the budget, find out what state or federal funds are available. Under some federal

programs, matching funds are available from the federal government. Often, a local jurisdiction need only support part of a program when they get federal funding.

A budget is not necessarily all *numbers*. Depending upon local government's procedures, you may be required to submit a narrative to go along with the budget. A NARRATIVE is a written description of what the money is to be used for. For example, the budget may just show a line item for salaries, and the amount. The narrative would state such things as one half-time clerk and the salary of the emergency manager.

Funding Expectations

Don't expect to get everything you ask for, especially in the area of new equipment or facilities. Local government officials are, of course, responsible to the citizens of the community. Increased spending means increased taxes. You may have difficulty getting substantial additional funds over previous appropriations. In most communities, you probably will not be able to get any funding for anticipated emergency operations. Most communities have contingency plans to divert money from one department's budget to another if needed. Some of the affected departments may have to slightly reduce services as a result, but at least the community does not have to increase taxes for an anticipated expense which may not occur.

Whatever you do, do not get discouraged. It may be a slow building process on a yearly basis before you get the funding you feel you need. This is

especially true if the local government officials are not confirmed to expanding the emergency management program or are currently opposed to raising new revenue to support it. Therefore, make sure you have a good argument for the funds you request. Also, make your job easier by working with other agency chiefs and gaining their support for the emergency management program.

Accounting and Reporting

ACCOUNTING is another financial term which refers to the keeping of financial records. The budget is a list of anticipated expenses for a given period. Accounting is the procedure by which the actual expenditures are recorded. In some cases, you may be required to allocate your budgeted expenses by month for the year. Then, by looking at the accounting records, the amount actually spent, you can tell if your department is running over your anticipated budget or not.

In some cases, you may be accountable for the money spent. In other words, you may have to sign some type of document for the approval of various budgeted items. This could be anything from the signing of a purchase order for a new file cabinet to a travel voucher to attend an emergency management seminar.

Accounting procedures are likely to be well established in your jurisdiction. The office of financial management or the comptroller usually will be able to provide you with the proper forms and procedures.

REPORTING consists of making a periodic presentation of your budget and accounts to superiors or other authorities with oversight responsibility for your program. This is a useful process, in addition to one usually required by your jurisdiction. One way to look at the financial report is to see it as a way to summarize your year. If, in keeping your financial records, you also make note of what you were doing when you spent money, you will have available a detailed list of the training courses taken by you or your staff, the speeches you made, and other activities and accomplishments.

Reporting then, not only is part of your management responsibility, but it can be used as part of your overall method for keeping track of the development of your emergency management program.

Finally, the reporting requirement gives you one more opportunity to make the case for improved emergency management. Don't shy away from budget reports to your elected officials. Seize the opportunity to make new friends for your program through personal presentations.

The actual reporting procedures for your jurisdiction are likely to be standardized and particular to the jurisdiction. You may be called upon to make only annual reports, or they may be made more frequently. Check with the jurisdiction's administrative officer for those details. And remember, turn the reporting burden into an opportunity to promote your emergency management program.

How Well Have You Learned?

SELF TEST REVIEW

Answer the following questions to test your knowledge of this section. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 7-20.

1. Identify and define the three categories of financial planning.

(1) _____

(2) _____

(3) _____

2. Define an emergency contingency fund.

CORRECT ANSWERS TO SELF TEST REVIEW Review Pages

1. (1) Budgeting-itemized summary of probable expenditures for a period of time 7-13

(2) Accounting - Keeping of financial records..... 7-17

(3) Reporting - Presentation of financial records in a standardized format periodically to superiors or authorities..... 7-17
2. An emergency contingency fund is a reserve used by a jurisdiction to reimburse agencies for the use of equipment or manpower 7-14

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.

Training

As an emergency program manager, your job covers several broad areas of responsibility including efforts to mitigate disasters, plan preparedness, and coordinate response and recovery. To adequately handle all these tasks, you need a variety of skills that can be gained through training available from municipal, county, state, and federal government programs plus many organizations in the private sector. Although you may not become an expert in everything, you need to take advantage of all the training opportunities you can to become a better emergency program manager. Moreover, you should convey as much of your knowledge as possible to your own staff so that they will be better prepared in time of emergency or disaster. Thus, your role in training is to both learn and teach.

State training programs often seem the most accessible to emergency program managers. Below, you will see that not only do states offer training, but also the federal government and many counties and municipalities.

State Programs

Most states have training and educational programs for emergency program managers which are coordinated by a state training officer. Classroom instruction is often provided in the areas of emergency management, preparedness planning, emergency operations, and career development. Often, participation in these programs is not limited to the emergency program



Figure 7-10: Training is essential to effective emergency management.

manager, but is open to all people who hold emergency operations positions. You can select programs which may be of benefit to specific people on your operations staff, and arrange for them to attend.

The state training officer is a valuable resource, even if you are unable to participate in any of the programs offered by your state. The training officer can serve as an advisor, helping you define your training needs or suggesting other training resources which may be of value to you.

THINGS TO DO

Contact your state training officer and find out what training programs your state offers, when they are given and who can attend.

Some states have EMERGENCY OPERATIONS SIMULATION TRAINING. People from the state training office come into your community and conduct a simulation exercise. In other words, they stage a mock emergency to test your preparedness plan. In the process, all those who participate in the simulation learn from their experience. You learn where the plan was properly executed and those parts of the plan which were not carried out properly. Most of all, you learn if the plan was able to meet the demands of the simulated emergency. It is better to find out where the plan needs improvement in a simulation than to find out in an actual emergency. You may also want to take a course that will teach you how to conduct your own exercises.

THINGS TO DO

Arrange a meeting with the state training officer. Find out if the state conducts simulation exercises.

Federal Opportunities

FEMA provides a variety of opportunities for continuing education as-part of its PROFESSIONAL TRAINING PROGRAM. The subjects of FEMA training are as varied as the emergency management profession. They range from managing and supervising of training to working with public officials. They improve the personal effectiveness and professional stature of emergency program managers. As an, emergency program manager, you are urged to take advantage of as many of them as you can. The methods of instruction include home study courses such as this one and classroom instruction for the more detailed study of emergency management

The FEMA regional training and education officer can tell you what programs are available for you and your emergency management and operations staff. Let's look at a few of them that may be of interest to you.

The first home study course is the one you are holding, The Emergency Program manager: An Orientation to. the Position. As you have seen, it is designed to provide the basics of the job for the emergency program manager.

Another home study course, Emergency Management, U.S.A., gives much the same orientation to the public.

This course provides a good overview of many topics with which both the public and the emergency program manager should be familiar.

One other independent study course that should be of interest in your fixed nuclear facility preparedness is called IS-3, Radiological Emergency Management. Its subjects include fallout effects, exposure monitoring, and protective and decontamination measures.

Residential and field training provided by the Federal Emergency Management Agency emphasize performance based exercises, highlighted by the Integrated Emergency Management Course joining personnel from all departments and agencies in a community to practice policy-making, planning, and emergency operations.

The Integrated Emergency Management Course's subject areas include the definition of emergency management, the relationship between military defense planning and emergency management planning, shelters, natural disasters, warning, emergency operations, support programs, and governmental responsibilities for emergency management.

In addition to the Integrated Emergency Management Course, major topic groupings of the FEMA Training Program include sessions in three areas.

1.) The Emergency Management Process Curriculum provides training that cuts across subject areas and hazards to provide personnel with the management and problem-solving skills needed to effectively lead a community in

an emergency. Included is a professional development series for emergency program managers, as well as upper-level workshops and seminars dealing with a broad spectrum of contemporary emergency management problems and issues. The audience for these courses, which build heavily on training at the State and Regional levels, includes the emergency program manager; emergency operations managers in law enforcement, fire, public works, and emergency medical; and public officials in local government to whom the laws entrust the responsibility for protection of the lives and property of citizens.

2.) The Natural Hazards Curriculum explores areas of natural hazards which focus on planning, response, recovery, and mitigation. Some courses focus on fundamentals, exploring the characteristics and causes of the major natural hazards while others deal with highly specialized training and exercises designed to test the participant and his or her community in terms of hazard identification, mitigation, response operations, recovery, and community planning. Participants in these courses range from emergency program managers; federal, state, and local personnel involved in all phases of natural hazard programs; and specialized audiences such as hazard mitigation teams.

3.) **The Radiological and Technological Hazards Curriculum**

deals with contemporary problems associated with nuclear power plants, nuclear weapons accidents, and the manufacture, transport, and storage of nuclear and other hazardous materials. Also included among these courses is radiological defense in a nuclear attack. Attendees at courses in this curriculum include federal, state, local, and nuclear power plant radiological health physics personnel; RADEF officers; and utilities staff and those involved in off-site nuclear plant emergency planning.

Advanced training in each of these curriculum areas is offered by FEMA to graduates of these programs on topics of current interest. Generally, the participants must complete assigned advanced reading or research to be able to discuss the topic during the seminar.

FEMA has a National Emergency Training Center in Emmitsburg, Maryland that offers courses in comprehensive emergency management through a well-planned and coordinated schedule of activities at the Emergency Management Institute. Also located at the National Emergency Training Center is the National Fire Academy. Together, these institutions provide comprehensive and integrated training to improve the personal competence and professional standing of the emergency program manager.

No tuition is charged for any of the EM I classes at the training center, and all instructional materials are provided.

FEMA also provides partial reimbursement for the expenses of training at Emmitsburg. Application for attendance or more information about the training center may be obtained from state emergency management offices.

THINGS TO DO

Contact your county or state training office and determine which federal training programs are available and appropriate to you.

Local Training Opportunities

Often there are many local training opportunities for the emergency program manager. For example, to improve the emergency response phase of your job, you can actively participate in or observe the training programs or exercises of your local fire or police department.

From the management standpoint, check the classes offered by your local community college or the adult evening classes at a local high school.

Often the courses on basic management principles offered by these institutions are very good, and the principles learned can be applied directly to your job. Check the classes offered on budgeting and financial planning as well.

Don't overlook the opportunities for training from service agencies such as the Red Cross. Often their programs in first aid, cardiopulmonary resuscitation (CPR), health care, and life saving may be important, especially if you are not knowledgeable in these areas.

Finally, there are often training opportunities offered in the private sector

by various companies which an emergency program manager can participate in. For example, a local chemical plant may have "in-house" training programs in hazardous materials management. If you come across companies dealing with hazardous materials in your hazards analysis, check to see if they have training programs for their staff. Ask to be notified when they occur and if you can participate. Most companies would be more than happy to have you as a participant or observer.

The Emergency Program Manager As Instructor

Training and education is more than just educating you, the emergency program manager. Emergency program managers are teachers. The entire local community is in need of the training and education that the emergency program manager can provide.

The knowledge you gain from every seminar you attend, every visit from the state emergency management office, every training exercise must be passed on to elected officials, administrative staff, and emergency operations staff. The passing on of this knowledge is part of your education function as an emergency program manager. You must keep your superiors as well as your subordinates and co-workers informed.

Also, as you learned earlier, you must also keep the public informed.

How you work with the independent study course, IS-2, Emergency Management U.S.A., is a good example of your education role.

First, you need to **PROMOTE** to the public the idea that the course would be useful to them.

Second, you may need to **INSTRUCT** members of the public to help them get through the course both by providing information and incentives for study. Third, once the public becomes educated about the basics of emergency management, you need to be a continuing **RESOURCE** to them for further information and training.

Let's look at how your function as an educator can be carried out.

Individual Instruction: individual instruction is on a one-on-one basis where you sit down with one trainee at a time to teach a particular skill. This may sound very formal, and it is if you are showing a subordinate how a specific piece of equipment works or how your warning system is activated. However, showing a senior citizen volunteer how your filing system works is also individual instruction.



Figure 7-11: You are a trainer!

Meetings: Many meetings are a form of instruction. Any time a group gets together to discuss a problem, learning takes place. As you can see, your job as an emergency program manager may involve a lot of instruction, but in a very informal way. There may be times when you will actually be teaching your audience something you have learned at one of the seminars you have attended.

Prepackaged Programs: Often videotapes, movies or slide presentations are available on various topics that might be of interest to those associated with your emergency management program. FEMA publishes a catalogue of motion pictures useful for community education. The American Red Cross, the U.S. Geological Survey and the Department of Agriculture also provide a variety of useful training and education films.

Seminars: A seminar is a special kind of meeting or group instruction in which experts or key individuals are used as resource people to inform the group. With a seminar, your primary function is to organize the seminar and have experts carry on the instruction for you.

Exercises: You learned earlier that the preparedness plan should be tested and also that many state offices will help you in carrying out a simulated emergency. These simulations whether a "table top" exercise or one which is actually acted out, are learn experiences developed by you for a variety of participants.

As you can see, your job as an educator or trainer does not mean that you are standing in front of a class and giving a lecture. In your normal day-to-day routine as an emergency program manager, you will often-be educating someone about emergency management or training them to perform some skill.

Toward the Future

You began this course as a TRAINEE. You have ended it by finding out that one of your important roles as an emergency program manager is being a TRAINER. You have come full circle as an emergency manager.

That quite well sums up the opportunity that awaits the emergency program manager. With every bit of knowledge and experience you gain others benefit. You are, in the finest sense of the phrase, a public servant.

This course has taken you from a definition of your job through the broad panorama of the four phases of emergency management to the local-state-federal-private partnership. You have learned the importance of working with agencies and organizations to keep them alert to ways to mitigate future disasters. You've learned about hazard analysis, preparedness planning, and

resource inventories. You have focused on the EOC as the center of response, and damage assessment as the beginning of recovery. You have learned that the emergency program manager's job doesn't end when the crisis is over. It is a continuing job, looking for mitigation opportunities even as the community makes its redevelopment decisions.

In long-term recovery after disaster, the role of the emergency program manager again comes full circle. The trainee became the trainer. The preparer will become the responder, and the recoverer will become the mitigator. Throughout it all -- different disasters, different phases, different partners -- you, the emergency program manager, are there preparing your neighbors for the unexpected, serving the community.

How Well Have You Learned?

SELF TEST REVIEW

Answer the following questions to test your knowledge of this last section of Unit 7. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 7-29.

1. Where can you find emergency training programs?

2. List five methods you may use to fulfill your role as an emergency management educator.

CORRECT ANSWERS TO SELF TEST REVIEW Review Pages

1. You can find emergency training programs in municipal,
county, state, and federal government agencies and in
many organizations in the private business and industry sector 7-21 thru 7-25
2. Individual instruction
Meetings
Prepackaged programs
Seminars
Exercises 7-25

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.